



# Boston About Results Mayor's Quarterly Performance Report

## Treasury Collecting Division



Quarter 3, Fiscal Year 2011

January 1, 2011 – March 31, 2011

### Departmental Mission:

The Collecting Division collects property and excise taxes and fees due to the City using statutorily permitted collection techniques. The Division is also responsible for recording and depositing collections of monies from other City departments with the Treasury Division.

### By The Numbers

**\$19.1million**

Delinquent real estate taxes and tax titles collected to date

**11,864**

Municipal lien certificates processed by the end of Q2 FY11

**\$5.1million**

Annual tax taking amount in 2010

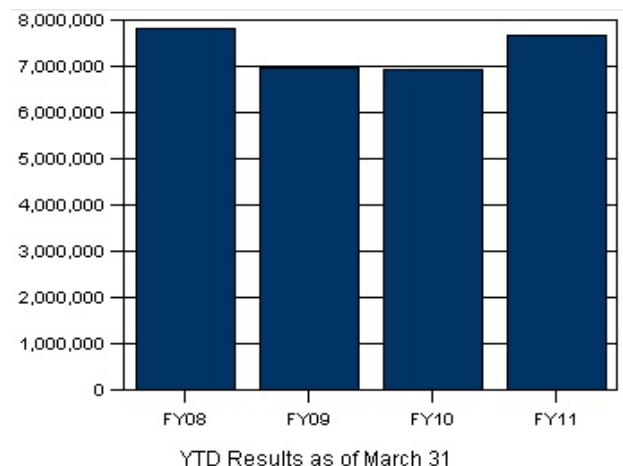
### Key Performance Indicators

	FY08	FY09	FY10	FY11		
	Jun	Jun	Jun	Mar		
	YTD Result	YTD Result	YTD Result	YTD Result	YTD Target	Status
Property tax collection rate	98.7	98.8	98.9	97.9	98.9	Yellow
Delinquent real estate taxes collected	8,156,882	7,122,513	7,809,774	7,649,309	5,625,000	Green
Tax title amount collected	16,879,927	16,136,799	14,794,187	11,466,307	10,875,000	Green
Tax title accounts resolved	3,095	2,709	2,351	1,452	1,725	Red
Annual tax takings	3,349	2,787	2,138	2,178	2,300	Green
Annual tax taking amount	7,790,075	6,246,228	5,251,294	5,147,897	5,800,000	Green
Annual certifications	2,786	3,309	3,062	3,030	3,000	Yellow
Annual certification amount	8,313,385	9,574,117	8,087,979	8,569,342	8,000,000	Yellow
Delinquent real estate notices sent	59,148	58,639	54,081	30,025	27,500	Red
Municipal lien certificates processed	16,962	17,474	15,794	11,864	11,250	Green

### Recent Performance Highlights

- The City began reporting the property tax collection rate on a quarterly basis in FY11. While the collection rate calculated at June 30th is the final indicator, the quarterly statistic provides an ongoing measure of stability in property tax collections. In Q1 the collection rate was 98.3%, in Q2 it was 97.6%, and now in Q3 it is 97.7%
- The City collected over \$19.1 million in delinquent property taxes through the third quarter of FY11, reflected in two key performance indicators - delinquent real estate taxes collected and tax title amount collected. Taxpayer outreach on overdue accounts happens continually throughout the year, both before placement of a lien and after a parcel is in tax title, until taxes are fully paid.

### Delinquent Real Estate Taxes Collected



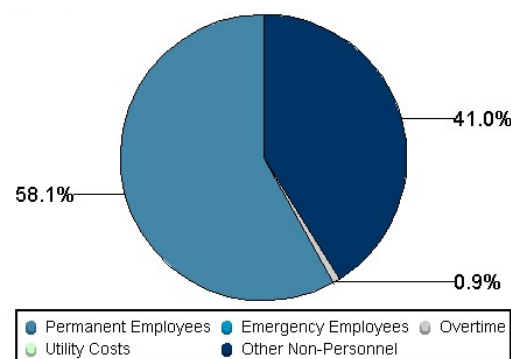
## Budget Data

	FY08	FY09	FY10	FY11	Change FY10 - FY11	Pct Change FY10 - FY11
	Actual Expense	Actual Expense	Appropriation	Appropriation	Change FY10 - FY11	Pct Change FY10 - FY11
Total Permanent Employees	1,257,155	1,339,440	1,402,516	1,468,418	65,902	4.70%
Total Emergency Employees	0	0	0	0	0	0.00%
Total Overtime	33,302	34,817	31,650	23,200	-8,450	-26.70%
Utilities	0	0	0	0	0	0.00%
Other Non-Personnel	1,185,954	1,058,162	1,027,292	1,037,780	10,488	1.02%
<b>Total Expense</b>	<b>2,476,410</b>	<b>2,432,418</b>	<b>2,461,458</b>	<b>2,529,399</b>	<b>67,940</b>	<b>2.76%</b>

## Administrative Measures

	FY08	FY09	FY10	FY11
	Jun	Jun	Jun	Mar
	YTD Result	YTD Result	YTD Result	YTD Result
A.1 Treasury Collecting FTE	26	25	26	23
A.2 Treasury Collecting-% of Workforce-people of color	35	32	31	33.3
A.3 Treasury Collecting-% of Workforce-women	65	68	65	66.7
A.4 Treasury Collecting-% of total person hours absent	2.74	2.57	3.38	5.63
A.5 Treasury Collecting-Hours absent per employee	47.6	44.4	58.4	73.02
A.6 Treasury Collecting - Overtime hours per FTE	22.3	23.9	13.6	14

## Summary of Annual Budget: FY11



## Recent Performance Highlights *(Continued from Page 1)*

- While the City did send 30,000 delinquent real estate notices in the first three quarters of FY11, the majority of these notices are sent in the third and fourth quarters, when actual tax bills are issued after the tax rate is approved in December (the first and second quarters are preliminary bills based on the prior year tax). When accounts are past due, delinquent notices are sent as prescribed under law and additional outreach efforts are made.
- The annual certification, the process of posting additional unpaid taxes to outstanding liens, is made prior to September 30th. The City certified 3,030 accounts in September 2010, an 8.4% decrease over the past two years.

## Measure Notes

- Property tax collection rate: The property tax collection rate is now calculated at the end of each fiscal quarter.
- Annual tax takings and Annual tax taking amount: Results from the tax taking process are reported annually in December. The data displayed on this report is from December 2010 and will be included on Mayor's Performance Reports throughout FY11.
- Annual certifications and Annual certification amount: The certification process is completed annually in late summer. The data displayed on this report is from September 2010 and will be included on Mayor's Performance Reports throughout FY11.

## Measure Definitions

**Property tax collection rate:** This measure represents the percentage of the property tax levy collected as of the end of every quarter.

**Delinquent real estate taxes collected:** This measure represents the total amount of delinquent property taxes collected.

**Tax title amount collected:** This measure represents the amount of taxes paid, including interest and fees, in order to reinstate to current status.

**Tax title accounts resolved:** This measure represents all parcels in tax title that are paid and reinstated to current status.

**Annual tax takings:** Process in which liens are placed on properties where taxes remain unpaid. Individual liens (instruments of taking) are filed at the Registry of Deeds as required by law, and the account moves into tax title. After a certain time period, the parcel may be petitioned for foreclosure in Land Court. Smaller numbers indicate better performance.

**Annual tax taking amount:** This measure represents the total amount of liens filed at the Registry of Deeds. Smaller numbers indicate better performance.

**Annual certifications:** Process in which subsequent years' unpaid taxes are added to accounts already in tax title. Smaller numbers indicate better performance.

**Annual certification amount:** This measure represents the total amount (including interest) certified to existing tax titles. Smaller numbers indicate better performance.

**Delinquent real estate notices sent:** This measure represents the total number of demands and warrants sent to delinquent taxpayers on overdue bills.

**Municipal lien certificates processed:** This measure represents the number of certificates listing any outstanding taxes mainly prepared when ownership changes.

**FTE:** This measure represents the number of full time equivalents in the department for each quarter.

**% of Workforce-people of color:** This measure represents the percentage of people in the department who are not categorized as white for each quarter.

**% of Workforce-women:** This measure represents the percentage of people in the department who are women.

**% of total person hours absent:** This measure represents the percentage of total hours lost due to sick, AWOL, FMLA & tardy, among others. Hours lost due to vacation, personal time, and injury are not included. The year-to-date results are averages of the quarterly results in a given fiscal year.

**Hours absent per employee:** This measure represents the total number of hours absent per employee. Hours absent includes such categories as Sick, FMLA, AWOL, & tardy, among others. It does not include lost time due to vacation, personal time, or injuries. The year-to-date results are averages of the quarterly results in a given fiscal year.

**Overtime hours per FTE:** This measure is calculated by taking a department's cumulative total overtime hours for the fiscal year and dividing by the number of full-time equivalent (FTE) employees at the end of a given quarter.

## The Boston About Results (BAR) Program

Mayor Menino believes that high quality city services are the building blocks for healthy neighborhoods and a successful city. For that reason, the City of Boston is continually developing new strategies that deliver improved services across all City departments at the same or lower cost. A key component of these efforts is Boston About Results (BAR), the City's performance management program.

BAR Performance Reports are management tools used by the Mayor and his senior staff to analyze performance, develop strategies, and track progress toward achieving performance service delivery goals on key performance measures. These reports are used in regular performance meetings with department heads and are also published online in order to increase accountability and transparency both within government and with citizens.

Please visit the Boston About Results website at [www.cityofboston.gov/bar](http://www.cityofboston.gov/bar) to learn more.